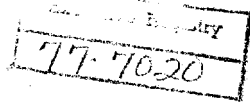


*Weekend reading*



31 March 1977

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM: [REDACTED] Chairman, DCI EEO Advisory Panel  
SUBJECT: Elaboration on Panel Recommendation re  
Establishment of a Biennial Career  
Enhancement Profile  
REFERENCE: Memo for DCI dtd 8 Nov 76 fr Chm, DCI  
EEO Advisory Panel, subj: Career  
Management of CIA Employees

The following includes the Panel's elaborations on  
Recommendation #7 contained in Reference:

Establishment of a Biennial Career Enhancement  
Profile

Effective career management includes identifying specific future prospects for an employee in terms of his/her past performance and present potential. Lacking an Agency-wide career counseling program for all employees, and noting the need to fully realize the benefits of the program for Full Utilization of Skills and Training (FUST), we therefore recommend establishing a biennial career enhancement profile for all employees.

This profile should be developed at the employee's initiative and jointly reviewed by the employee and the supervisor with guidance by the CMO. Because it is neither feasible nor desirable to attempt long term and explicit career planning for each employee, a proposal such as this should be focused on a relatively short but highly visible timeframe; i.e., two years. Longer time frames in career planning lend themselves to ambiguity and non-fulfillment.

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The career enhancement profile should include at least three aspects -- the position to which the employee aspires (or desired training), training and/or assignments necessary to maintain or increase present job skills, and training and experience required for advancement. The supervisor and the CMO would monitor the employee's progress during the time period of the profile and would provide guidance and counseling when necessary. The proposed profile can also be used by the personnel audit group as a check to see if the employee has been properly assigned, evaluated and counseled.



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